

*State of California*  
*Workforce Planning Model*

*February 2006*



**DEPARTMENT OF PERSONNEL ADMINISTRATION**

OFFICE OF THE DIRECTOR

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Dear Colleague:

I am very pleased to welcome you to the State of California Workforce Planning Model. I believe you will find the Model an invaluable tool in supporting your department's workforce plan development efforts. It serves as a template that can be used on a consistent basis across all departments.

This Model may seem familiar to those of you who have researched the subject of workforce planning because it is based on some developed by other states, the federal government, and other jurisdictions.

The State of California Workforce Planning Model contains the following seven steps:

- Review Strategic Plan
- Identify Work Functions
- Identify Staffing Requirements
- Project Workforce Supply
- Analyze Workforce Gaps
- Develop Priorities and Solutions
- Evaluate the Plan

The Model guides you through and assists you in conducting an analysis of present workforce staffing and competencies; identifying staffing and competencies needed in the future, based on the goals of your department's strategic plan; comparing the present workforce to future needs to identify gaps and surpluses; developing plans for building the workforce needed in the future; and evaluating the process to ensure that the workforce competency model remains valid and that objectives are being met.

As with any major project, it is imperative that executive management fully supports the project and makes the necessary staffing available to accomplish the work. In smaller departments, this may be an individual "point person" or coordinator who works with identified staff in each program area to develop the workforce plan(s) and timeframes. In larger departments, the effort may require an established workgroup of several key staff devoted to the task.

The capacity to do workforce planning is developed over time, therefore it is critical to begin carefully and to validate analysis at each step. We encourage large organizations to begin with a subset of the workforce, perhaps a single program area, and expand planning through the remainder of the department as skills and experience develop over time.

We anticipate that many departments lack workforce planning expertise. We are currently working with the Department of General Services to develop a Master Service Agreement which will elicit contractors who have such expertise and are interested in entering into contracts with departments who wish to employ their services.

Additionally, we have requested, and the Governor has included in the Fiscal Year 2006/07 proposed budget, a managerial position to provide workforce planning leadership and consultative services to departments. This individual will also facilitate networking among departments for purposes of sharing best practices and lessons learned.

As always, Department of Personnel Administration Classification and Compensation Division staff will be available to consult with you regarding the model, as well as assist you in developing solutions to classification issues. The State Personnel Board will be available to assist you in developing solutions to recruitment and selection issues. Beginning in March, the State Personnel Board will offer a one-day introduction to workforce planning class. A list of references to other entities that have actually completed a workforce planning effort is included in the last few pages of the State of California Workforce Planning Model document. I believe you will find all of these resources helpful.

I wish you success in your workforce planning efforts and obtaining the human resources needed to provide excellent service to the citizens of the State of California now and into the future.

/s/

Michael T. Navarro  
Director  
Department of Personnel Administration

*State of California  
Workforce Planning Model*

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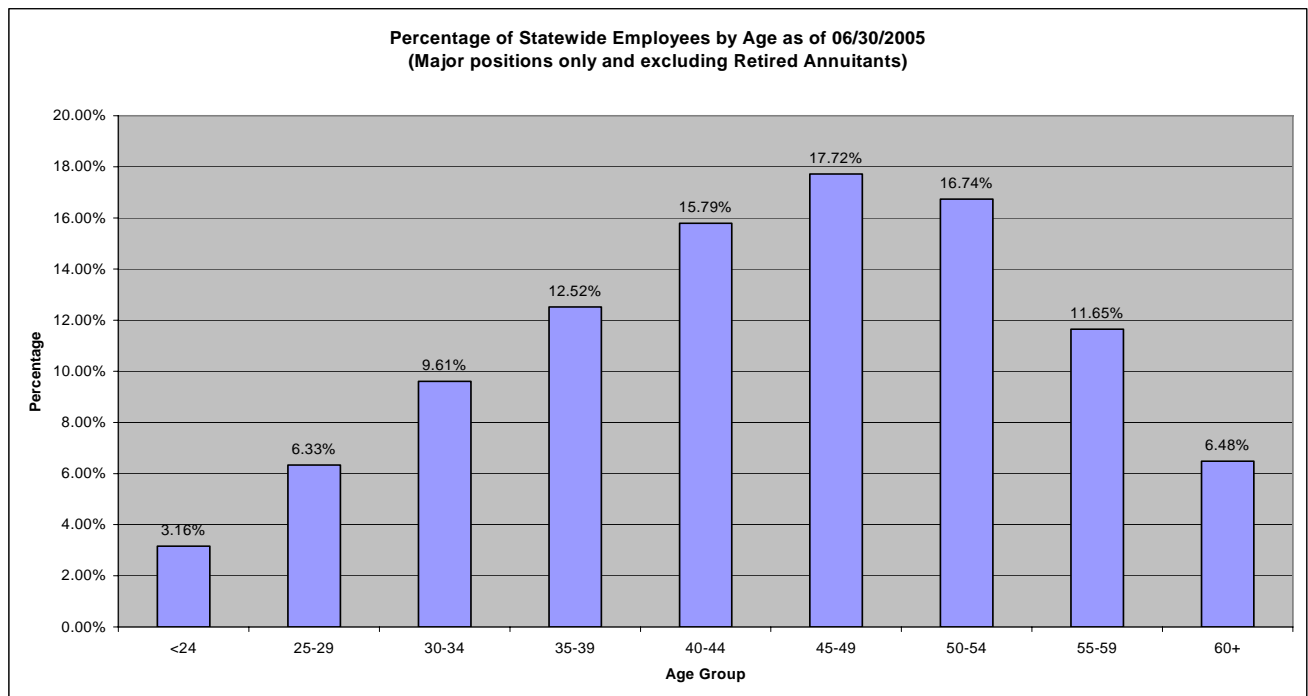
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# State of California Workforce Planning Model

## Introduction

Anywhere you go in the business world today you're almost certain to hear the buzz about "workforce planning." It's also likely there will be a sense of urgency surrounding the discussions, as phrases such as "baby boomer," "knowledge drain," "competencies," and "gap analysis" are tossed about.

That sense of urgency emanates from taking a look at recent statistics which indicate that 44% of the State's current workforce is over the age of 45. Up to 35%, or more than 70,000 employees, will be eligible to retire in the next five years. Some independent studies have estimated that this number could be much higher, ranging as high as 49%, or as many as 100,000 employees.



Source: State Personnel Board Workforce Data

Definition of "Major positions":

In State government an employee may hold more than one position. For example, an employee may have a permanent full-time appointment as an Associate Governmental Program Analyst, and an additional appointment as an Examination Proctor. For purposes of this data, the Associate Governmental Program Analyst appointment would be counted as a "Major position", and the Examination Proctor appointment would not be counted.

In the past, human resource needs of the workplace have largely been met in a reactive mode, position by position, vacancy by vacancy. That approach will no longer suffice as we plan for the huge wave of retirements within the next five years. It is imperative that State departments take a strategic approach to workforce planning, *now*!

## ***What Is Workforce Planning?***

Workforce planning has been defined a number of ways by entities engaged in the process, but the most common, succinct definition may be:

*Having the right number of people with the right skills, experiences, and competencies, in the right jobs, at the right time.*

Workforce planning requires you to base human resource decisions on a long-term strategic plan. As with any strategic planning, the process draws together program management, human resources, budget, program staff, and when appropriate, unions. During this planning, your organization should systematically address the issues driving workforce change.

Workforce planning addresses staffing needs by:

- Linking human resources planning with strategic planning – assuring that human resources are aligned with the agency/division's strategic goals and priorities;
- Understanding how agency/division functions will change over time;
- Understanding how changes in functions will affect job requirements;
- Understanding how the workforce is changing in terms of demographics, skills, interests, and performance;
- Understanding how well the current workforce is prepared for future job requirements and identifying potential gaps;
- Developing strategies, including recruitment, retention, training, etc., to address staffing needs, based on the gaps.

Workforce planning requires strong management leadership and cooperative, supportive efforts of staff in several functional areas. Strategic planning, budget, and human resources staff are key players in workforce planning. Human resources provides tools for identifying needed competencies and for building the future workforce through strategic recruitment, training, development, and retention techniques.

The capacity to do effective workforce planning will only be developed over time. It is critical to begin carefully and to validate analysis at each step. Large organizations should begin with a subset of the workforce and extend planning through the remainder as skills and experience develops over time. For example, you may start with developing a workforce plan for one specific program within a division, as opposed to the entire division.

## ***What Is Succession Planning?***

In conjunction with the term “workforce planning,” you may have also heard the term “succession planning,” and wondered if it meant the same thing. While many entities do seem to be using the terms interchangeably, we have chosen to define them as two distinct processes:

“Workforce planning has the goal of having the right people, across the organization, in the right place at the right time. Succession planning is an important subset of workforce planning. Its goal is the same, but its focus is specifically on having the right *leadership* in place at every level of the organization.”

## ***Key Elements of Workforce Planning***

Many organizations, public and private, have developed workforce planning models. A review of those models reveals that, while the terminology may vary, and some models may consist of as many as nine steps and others consist of as few as four steps, they all contain the same basic processes, and provide the same tools and considerations necessary for pro-active, comprehensive, strategic workforce planning.

A study of numerous models developed by other states, private entities, and the federal government enabled the California Department of Personnel Administration to glean the information most pertinent to state government, and develop a seven-step model as a resource for agencies and departments of the State of California.

This model, as all others, relies on analysis of present workforce staffing and competencies; an identification of staffing and competencies needed in the future; a comparison of the present workforce to future needs to identify gaps and surpluses; the preparation of plans for building the workforce needed in the future; and an evaluation process to assure that the workforce competency model remains valid and that objectives are met.

## ***State of California Workforce Planning Model***

The State of California Workforce Planning Model consists of seven steps:

<b><i>Step 1: Review Strategic Plan</i></b>	<b><i>Review your department's Strategic Plan mission, vision, and measurable goals and objectives, and timeframes for accomplishing them.</i></b>
<b><i>Step 2: Identify Work Functions</i></b>	<b><i>Identify the work functions that must be performed in order to accomplish the Strategic Plan.</i></b>
<b><i>Step 3: Identify Staffing Requirements</i></b>	<b><i>Identify the staffing, both in number of staff and competencies required to accomplish the Work Functions.</i></b>
<b><i>Step 4: Project Workforce Supply</i></b>	<b><i>Project your workforce, including numbers of staff as well as competencies, taking into account attrition, and assuming no management actions taken to replace staff lost through attrition.</i></b>
<b><i>Step 5: Analyze Workforce Gaps</i></b>	<b><i>Compare the Staffing Requirements in Step 3 with the Projected Workforce Supply in Step 4, and determine the gap.</i></b>
<b><i>Step 6: Develop Priorities and Solutions</i></b>	<b><i>Analyze your workforce needs (the gap), and establish priorities and solutions for meeting those needs.</i></b>
<b><i>Step 7: Evaluate the Plan</i></b>	<b><i>Assess what's working and what's not. Make adjustments as needed. Address new workforce and organizational issues.</i></b>

***Each of these steps is discussed in detail on the following pages.***



## ***Step 1: Review Strategic Plan***

Workforce planning depends upon, complements, and logically follows strategic planning.

Your department's strategic plan identifies your mission, vision, and measurable goals and objectives, which translate into work functions. These functions form the basis of your human resource needs.

Just as strategic planning helps you map where you are, where you're going, and how you plan to get there, workforce planning identifies human resource needs and strategies for meeting those needs in order to ensure you achieve your strategic plan goals.

In this step, which provides the context and scope for your workforce planning efforts, you might ask:

- What direction is the department taking?
- How are the department and its culture changing?
- What are the key issues and challenges facing the department that will affect its mission, strategies, or goals?
- How will the department's structure look in five years, and how will the current structure evolve?
- What are the customers' expectations? How are they changing?
- How might technology change the way we work?
- What is the state legislature considering that might impact our department?
- What federal legislation is being considered?
- What provisions are likely to arise during negotiations with the unions, and what impact might they have on the department?
- What are the key economic and environmental factors facing the department?
- What impact do changes in the state, national, and world economy have on the services we provide?
- How are worker expectations changing?
- What are the employment trends at the state and national levels?
- What are the changes in information technologies that will impact department operations?
- What are the changes in the skill sets of the potential candidate pool that will require re-assessing position duties, roles, and responsibilities?
- What can be accomplished in a reasonable period of time?
- What current efforts are underway, such as a special recruitment program for a particular occupation that can be expanded upon?
- How does all of the above affect our planning efforts?

To begin to explore answers to these questions, you can:

- Review your department's strategic plan
- Establish research teams to address specific questions
- Ask people what professional organizations they belong to and whether those organizations have any useful information for the particular profession.

## ***Step 2: Identify Work Functions***

In this step, you identify the current work functions being performed, future or new functions that will need to be performed, and *how* the work will be performed in order to achieve the goals of your strategic plan.

You may also identify current functions which will not be necessary in the future, because your department will no longer be providing a specific service, or perhaps because that function can be performed through the use of technology rather than human resources. As we all recognize, computer systems and internet technology will continue to impact *how* individuals and departments carry out their jobs and missions. We cannot ignore this impact on the future work and workforce.

Asking the following questions may help you determine the current and future work functions of your department:

- Which functions will remain unchanged?
- What services may be discontinued or outsourced?
- How might existing services be enhanced or changed, and what effect will that have on the work and human resource needs?
- Will any functions be consolidated?
- Are any process changes being proposed, or have any other factors changed, which might result in an increase or decrease in workload?
- How will divisions, work units, and jobs be designed?
- How will work flow into each part of the department? What will be done with it?
- What new services will be offered?
- What technology changes will be made or new technologies introduced?
- Are any reorganizations planned or needed?
- Are there any plans to open new offices, collocate offices, or close existing offices?
- How soon will changes be needed?

The results of your work analysis will establish the requirements for your department's future workforce and lead to an assessment of staffing and competencies.

### ***Step 3: Identify Staffing Requirements***

Now that you have identified the work functions that must be performed to achieve the goals of your strategic plan, it is time to identify the staffing, or workforce, needed to perform those functions.

First, focus on defining the competencies (i.e., skills, knowledge, abilities, and personal attributes) your staff must possess to successfully perform the work. Second, determine the number of staff with those competencies that your organization will need to accomplish its functions.

Competencies may be defined organizationally or on an individual basis. Identifying competencies on an organizational basis allows you to pinpoint the most critical competencies needed for organizational success. These core competencies should be embodied across the organization and among job types.

Individual competencies are those that each employee brings to his or her function. Individual and team competencies are critical components of organizational competencies. If the individual competencies don't match what the organization needs, workforce planning will point out these gaps.

This workforce 'profile' will identify a set of competencies that describe the ideal workforce to accomplish the department's strategic plan. This set of competencies provides management and staff a common understanding of the skills and behaviors that are important to the department. Therefore, this profile plays a key role in decisions on recruiting, employee development, personal development, and performance management.

It is important that departments make the process of identifying competencies as inclusive as possible. Employees will have a greater understanding and ownership of the competency model if they are involved in the process, and will understand clearly what the department expects of successful employees.

Some questions to consider when identifying required competencies:

- What are the critical functions which must be performed to achieve the department's strategic plan?
- What competencies are needed to perform each of the work functions?
- What classifications could be expected to possess the needed competencies?
- Which of the identified competencies do not fit any of the existing classifications and will require specification revisions, or if necessary, a new classification?
- What types of measurement tools will be needed to determine whether applicants/employees possess the desired level of competencies?

In addition to identifying competencies, you will need to determine the number of staff needed. The following questions may assist you in quantifying your staffing requirements:

- What are the projected workload volumes (e.g., telephone calls, client visits, client population increase, etc.)?
- How will work flow into each part of the department? What will be done with it? Where will the work flow? How will divisions, work units, and jobs be designed?
- What staffing levels will be required by competency and/or classification, division/section/unit, and geographic location? Will supervisor/staff ratios change?
- What are the potential impacts of technology, budget constraints, or other factors on the competencies and staffing levels?

#### ***Step 4: Project Workforce Supply***

The process of projecting your workforce supply consists of developing a profile of the current workforce, and projecting what that profile will be in the future, after expected attrition. This profile assumes no hiring to replace employees who leave.

Following are some of the factors you may include when developing a profile of your current workforce:

- Number of employees
- Competencies
- Classification
- Salary
- Age, gender, race
- Location
- Educational level
- Appointment status (permanent, temporary, etc.)

In order to project your future workforce supply, calculate past attrition by adding up the number of employees who left the agency and dividing by the total number of employees. Include:

- Retirements
- Resignations
- Deaths
- Transfers
- Interdepartmental promotions
- Dismissals
- Etc.

Personnel transaction data can be used to identify baselines such as turnover rates, and is a powerful tool for projecting workforce changes due to actions, such as resignations and retirements. Remember, however, that estimated attrition rates should be based on a number of variables, including demographic factors (e.g., the aging of the work force) and historical patterns of attrition. Past attrition may or may not be an accurate predictor of future attrition; it is one variable to consider.

Following is an example of a simple attrition calculation:

Department size: 250 employees

Annual transaction data: 7 retirements  
3 resignations  
4 transfers  
2 deaths

Total attrition: 16  
16 divided by 250 = 6.4% attrition rate

It is important to remember that, although the process of projecting workforce supply focuses on staffing numbers, the employees those numbers represent are still required to possess the competencies identified in Step 3: Identifying Staffing Requirements.

When projecting your workforce supply, consider:

- What are the existing employee competencies, within each classification?
- What are the employee-specific competencies, including those that fall outside of normal duties (e.g., a programmer may be able to speak Chinese and a telephone representative may have visual design skills)?
- What are the demographics of the scope area regarding classification, organizational structure, retirement eligibility, etc?
- What are the attrition rates for each in the aggregate and by category such as retirement, resignation, death, transfer out of the department, or interdepartmental promotion?
- What are the projected attrition rates, factoring in your assumptions about the variables involved, such as the likelihood certain employees will retire?
- Based on the existing demographics and projected attrition rates by classification/competencies, what will the future composition of the workforce be without factoring in any hiring?

In Step 5: Analyze Workforce Gaps, you will compare this profile with the information you developed in Step 3: Identify Staffing Requirements, and determine the number of staff needed by classification, competencies, location, etc.

### ***Step 5: Analyze Workforce Gaps***

This step requires you to compare your projection of the existing workforce, adjusted for attrition, with the number of staff required to perform the work functions, as identified in Step 3: Identify Staffing Requirements.

The result reveals any gaps and surpluses in staffing levels and competencies needed to perform your organization's functions such as:

- Excess staff performing obsolete or declining functions, or functions likely to be outsourced.
- Inadequate supply of qualified people for positions in classifications that will likely remain the same.
- Inadequate supply of people with needed competencies for positions described within an existing classification.

Once you measure the extent of any gaps for each classification and competency set, you need to identify where candidates will come from to fill those gaps. The following questions address this need:

- For classifications that will be filled via promotion, what are the qualifying and possible qualifying classifications and competencies that feed into the promotional classifications?
- What classifications are sources of transfer candidates?

Use the answers to the questions above and below to analyze the gaps between work functions and workforce.

- Are there current eligible lists for the classification(s) involved? If so, when are they scheduled to expire?
- If the present list will still be in effect for the planning horizon, how suitable are the available eligibles and how many are still likely to be on the list when they are needed?
- When will the next exam be held? How will the exam cycle contribute or detract from the agency's ability to appoint qualified candidates?
- Where there is no appropriate classification to provide the competencies needed, to what extent does the projected workforce provide these competencies? Consider the estimated number of qualified people, considering likely qualifying classifications, and the estimated number that would pass an appropriate exam. This assumes that the positions would be in the competitive class.
- For classifications filled on an open competitive basis, how many staff would need to be recruited externally? In what general occupations, industries, and locations are these staff needed?
- How many staff, by classification, will no longer be needed to perform their current functions(s)?

## ***Step 6: Develop Priorities and Solutions***

Now that the workforce gaps have been identified, prioritize the areas where you have the most pressing needs so you can begin to develop solutions.

You will want to consider:

- Which workforce gaps can be handled in a routine way with a minimum commitment of resources (e.g., continue the exam process that was successful in the past and is expected to meet anticipated needs)?
- Of the remaining workforce needs, what is the benefit of addressing each?
- What would be the impact of not addressing each?
- Based on the benefits and impact identified above, what is the relative priority of each of the needs?
- Have you received executive input in setting priorities?

Once you've established the priorities for addressing your department's workforce gaps, you are ready to identify appropriate solutions. There are many options available. Most fall into the following broad categories:

- Position classification actions: including consolidating classifications, redefining classification series, or establishing new classifications.
- Staff development strategies: to prepare employees for specific positions or classifications.
- Recruitment/selection strategies: to find and hire recent graduates or qualified candidates from other departments or the private sector. Improve examination results for open competitive or promotional exams through modified minimum qualifications, exam scope, and measurement tools.
- Retention strategies: to encourage employees to stay in the organization.
- Organizational interventions: such as redeployment of staff or reorganization.
- Knowledge transfer strategies: to capture the knowledge of experienced employees before they leave the department.



When exploring alternative solutions to address workforce gaps, it is helpful to consider the following factors:

- Time – Is there enough time to develop staff internally for anticipated vacancies or new competencies, or is special, fast-paced recruitment the best approach?
- Resources – What resources (e.g., technology, Web sites, structured templates, and sample plans) are currently available to provide assistance, or must resources be developed?
- Internal depth – Does existing staff demonstrate the potential or interest to develop new competencies and assume new or modified positions, or is external recruitment needed?
- “In-demand” competencies – What competition exists for future competencies that are needed? Will the department need to recruit for these competencies or develop them internally?
- Workplace and workforce dynamics – Do particular productivity and retention strategies need to be deployed to address workplace ‘climate’ issues (e.g., employee satisfaction levels), workforce age, diversity, personal needs, etc.
- Job classification – Do currently used job classifications and position descriptions reflect future functional requirements and competencies?
- Measurement tools – Do current measurement tools accurately assess applicants’/employees’ levels of competencies?
- Reorganization – Will some organizations need to be restructured to meet business needs and strategic objectives?

Use the following checklist to help ensure successful implementation of your workforce plan:

- Ensure you have secured Executive Management’s support for your plan.
- Confirm that you have and can commit the resources necessary to carry out the workforce solutions.
- Clarify roles and responsibilities for implementing solutions. This includes identifying who is involved in implementing what, and identifying the need for coordination among different parts of the department or with different entities.
- Establish acceptable timelines.
- Define performance measures/milestones and expected deliverables.
- Communicate the plan. The basis of the plan, as well as its elements, should be communicated to all employees. That is, why and how it was developed, how it will be applied, and how it will affect staff.

## ***Step 7: Evaluate the Plan***

It is vitally important that you regularly review your workforce plan to:

- Assess what's working and what's not.
- Make needed adjustments to the plan and solutions.
- Address new workforce and organization issues that might occur.

Your evaluation should answer the following questions:

- Has the strategic plan changed since the beginning of your workforce planning effort?
- If so, what are the implications for the strategies implemented?
- Have the implemented strategies achieved the intended results?
- What worked well? What didn't?
- To what extent have the demand and supply projections been borne out?
- Is a new analysis necessary before revising the strategies?
- What adjustments to the strategies are needed?
- What changes would you like to make to the planning process itself?

You may want to consider:

- Developing a method to validate the workforce plan milestones to help your department identify accomplishments and determine which goals have not been met;
- Preparing annual reports of the workforce plan to share with management;
- Reviewing workforce profiles annually to address new priorities and adjust strategies to maximize results; and
- Collecting data on customer satisfaction and program progress to measure how workforce planning contributes to your organization's long-term goals.

## ***Staff Development Strategies***

In order to identify appropriate staff development strategies, consider:

- Which classifications the department should focus its staff development efforts on, i.e., which classifications will have the most impact on achieving the department's strategic plan?
- Which competencies the department should focus its staff development efforts on, i.e., what knowledge, skills, or abilities are critical to achieving the department's strategic plan, and how equipped is your workforce with those competencies?
- Are managers and supervisors aware of, and equipped to fulfill, their role in developing staff? Do they have the tools and skills to ensure staff is developed?
- What applicable training is available?
- How will each employee's development be monitored?

## ***Recruitment/Selection Strategies***

Recruitment/selection strategies focus on hiring new staff who possess the competencies required to achieve your department's strategic plan, and in which your current workforce may be deficient. These questions may assist you in developing recruitment/selection strategies that address your unique needs:

- Which recruitment and selection strategies compliment each other, and afford the best opportunity to build the workforce you need? For example, pairing an on-campus college recruitment job fair with on-the-spot exams and list eligibility will allow your department to make immediate job offers to candidates. This reduces the risk of losing viable candidates to other employers who are in a position to make immediate job offers.
- Is it a viable option to conduct a cooperative recruitment and selection with another department that tests for the same set of competencies? Does another department already have an eligible list that they would permit you to use?
- Do you use a classification that lends itself to continuous filing and testing?
- Have you assessed your current exam plans (written test, patterned interview, experience, and education application) to determine whether it is still current, appropriate, and helpful in establishing a list of qualified eligibles for a specific classification?
- Does a specific classification lend itself to a competencies-based selection tool, which could support screening and selection of employees based on the priority of the competency?
- Would a special exam strategy be appropriate, such as an on-line exam, position-specific and program-specific testing, performance assessment, or education and experience test?
- Is there workload that could be assigned to a student intern or a retired annuitant?

## ***Retention Strategies***

When considering strategies for retaining our employees, we often limit ourselves, thinking only in terms of monetary items such as bonuses, retention pay differentials, etc. However, according to Structures Magazine, June 2001, surveys throughout several industries indicate the number-one reason employees remain at a company is the presence of growth and development opportunities. In those same surveys, fair pay and benefits do not rank in the top ten.

Other retention strategies to think about:

- What changes to your workplace would make the organization a more desirable place to work, improving the quality of “work life”?
- Is the environment clean, orderly, and professional? If not, what can be done to address these issues?
- Does your department use a “host” or “buddy” system to welcome new employees into the organization?
- Is there diversity among staff? If not, what changes should you make in your recruitment and staff development strategies to enhance diversity?
- How can relationships between colleagues, supervisors, and managers become more collaborative, positive, and enriching?
- Is your department “family friendly”? What options are available to assist employees in balancing their work and home life? Does your department provide the option of flex-time, four-day workweeks, telecommuting, etc.?
- Does your department offer on-site child care?
- Are employees offered opportunities to learn and develop, such as rotational assignments, mentoring programs, training and development assignments, etc.?
- What promotional opportunities exist in your department, and how can they be enhanced?
- What avenues does your department use for recognizing exceptional employee performance? Are such recognitions made frequently?
- Does your department value, and make changes based on, the information shared by employees in exit interviews?

## ***Knowledge Transfer Strategies***

Whenever an employee leaves a department, that department experiences a loss of knowledge. Whether the employee is chief of a large division, or the person responsible for delivering the mail, some knowledge of what to do and how to do it is lost. To determine whether your department has knowledge transfer strategies that will ensure future employees are well equipped to assume their duties, answer the following:

- Is there documentation of your work methods and procedures?
- Is there documentation for the processes, methods, tools, and techniques of employees with special skills and responsibilities?
- Do your retiring employees mentor employees in the unit for a period of time before they retire?
- Has your department considered asking for approval from the Department of Personnel Administration to:
  - allow a retiree's successor to be appointed to a duplicate or project position to "shadow" the incumbent for a period of time so the successor can learn the job first hand?
  - hire a retiree for the express purpose of mining knowledge and expertise?
- Does your department have a communications system in place that facilitates sharing information on all aspects of departmental operations across organizational boundaries?
- Are important meetings, events, and presentations video or audio taped?
- Are systems, such as record retention schedules, established to ensure valuable information on important events or decisions is saved for an appropriate period of time and accessible to those who need it?
- Are systems in place to archive material critical to documenting the institutional history of your department?

## ***Now, About Succession Planning***

As mentioned earlier in this model, the State of California has chosen to define *succession* planning as an important subset of *workforce* planning that focuses on having the right leadership in place at every level of the organization.

Succession planning mirrors workforce planning but concentrates on leadership and other critical positions. When developing succession plans, departments must identify known and potential vacancies in those key positions. As in the workforce planning model, departments must evaluate and determine the readiness of current staff to assume the responsibilities of those positions, identify the competencies “gap,” and develop strategies for addressing the needs.

The strategies and solutions identified in the workforce planning model to address “gaps” may also be used in succession planning to ensure departments have the right leadership in place. In addition, there are numerous approaches to leadership development that local, state and federal governments have used successfully.

For help crafting a leadership development plan for your department, you may want to explore the approaches discussed in *Building the Leadership Pipeline in Local, State, and Federal Government*, a report published by CPS Human Resource Services and available at <http://www.cps.ca.gov/> Click on “Register here to download a free copy of the Building the Leadership Pipeline Research Study.”

## ***Resources Used in Developing This Model***

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New York State  
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State of Texas  
Workforce Planning Guide  
<http://www.hr.state.tx.us/workforce/guide.html>

State of Washington  
Workforce Planning Guide  
Right People, Right Jobs, Right Time

United States Department of Health and Human Resources  
Building Successful Organizations  
Workforce Planning in HHS  
November 1999

Office of Human Resources  
Assistant Secretary for Management and Budget  
<http://www.hhs.gov/ohr/workforce/wfpguide.html>

United States Office of Personnel Management  
OPM Workforce Planning  
5 Step Workforce Planning Model  
<http://www.opm.gov/workforceplanning/wfpmodel.htm>

Workforce Planning for Wisconsin State Government  
<http://workforceplanning.wi.gov>

***Additional Recommended Resources:***

Commonwealth of Virginia  
Department of Human Resource Management  
Workforce Planning Guide  
<http://www.dhrm.virginia.gov/workforceplanning.html>

State of New Jersey  
<http://www.state.nj.us/>  
Search on “workforce plan”